

COMPETENCY	DESCRIPTORS	BEHAVIOURS FOR THIS ROLE
DECISION MAKING, PROBLEM SOLVING AND JUDGEMENT	Routine and Complexity Autonomy and Risk Ambiguity and Judgement Analysis and Investigation	Is confident in making decisions on out of the norm issues that may be reasonably ambiguous and have a degree of risk attached. Focuses on problem prevention first but when faced with problem-solving will look beyond the obvious. Doesn't take information at face value, will investigate further to pin down facts so that others can trust the information they provide. Encourages people to find their solutions.
STRATEGY AND PLANNING	Operational vs Strategic Focus Objective Setting, Planning and Prioritisation Ambition vs Resource planning Narrow vs Broad Focus	Sets individual and team goals that support the departmental strategy. Considers how their work and that of the team impact other departments when planning and prioritising work. Forecasts and plans for peaks and troughs in workload in the short and medium-term. Successfully plans short to medium term projects, communicating effectively within the team and outside the team where required.
INNOVATION AND CREATIVITY	Continuous Improvement Industry and Sector Trends Lateral and Creative Thinking Risk vs Innovation	Thinks creatively and challenges the status quo when appropriate, articulating ideas in a clear and compelling manner. Keeps up to date with industry trends and assesses appropriateness for implementation within the team, proactively driving successful implementation. Encourages others to be creative and challenge the status quo. Sets clear quality measures and prioritises the importance of achieving delivery standards.
LEADERSHIP AND TEAMWORK	Role Modelling Values Supporting, Empowering, Motivating and Promoting Performance Developing, Coaching and Mentoring Colleagues Escalating vs Cascading Managing Performance Commitment, Communication, Conflict Resolution & Collaboration	Consults with others and invites input making people feel empowered and valued. Builds on other people's ideas in a supportive manner. Where appropriate gives clear direction. Praises and gives credit where due. Identifies strengths and development areas and coaches and develops accordingly. Adapts approach to motivation and communication style depending on the situation. Remains professional and open minded even when faced with sudden change and helps others navigate change to ensure targets are met.
STAKEHOLDER AND RELATIONSHIP MANAGEMENT	Managing and meeting stakeholder expectations Building rapport and ongoing relationships Managing different stakeholders with varying needs and priorities Internal vs External Seeking continuous feedback for improvement	Takes personal accountability for service levels and successfully manages ongoing relationships with autonomy. Can influence without direct authority, utilising the most effective style of communication. Looks for ways to benefit Stakeholders and colleagues through service improvement or cost reduction. Develops a network that is cross-functional, building rapport and developing trust within those relationships.

COMMERCIALITY  
AND DRIVING  
RESULTS

Driving commercial factors such as  
profitability and return on  
investment

Contribution to team, department  
and business goals

Tenacity in overcoming obstacles  
and achieving deadlines

Improvements that drive results

Takes responsibility and ownership for objectives for self and the team, setting challenging and realistic goals and taking actions to ensure targets are met. Demonstrates an understanding of commercial information such as risk measures and P&L and aligns performance objectives. Self-motivated to improve methods, systems, processes and procedures. Maintains a clear focus on short and medium-term objectives.